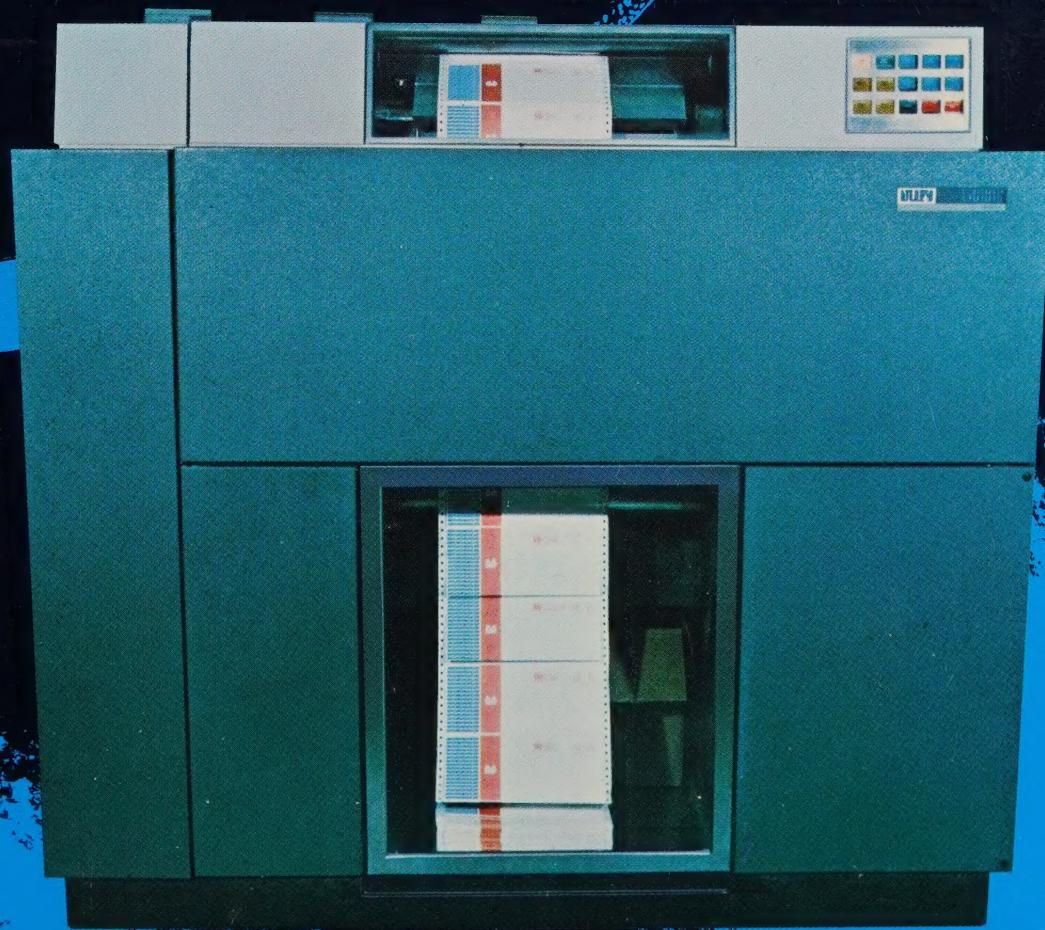


AR07



## CONTENTS

	PAGE
DIRECTORS, OFFICERS AND PRINCIPAL OPERATING MANAGEMENT . . . . .	1
FINANCIAL HIGHLIGHTS . . . . .	4
REPORT OF THE DIRECTORS . . . . .	5-9
CONSOLIDATED FINANCIAL STATEMENTS . . . . .	10-15
AUDITORS' REPORT . . . . .	15
TEN-YEAR SUMMARY . . . . .	16-17
CORPORATE ORGANIZATION . . . . .	21

## HEAD OFFICE

330 UNIVERSITY AVENUE, TORONTO M5G 1S3

## TRANSFER AGENTS

NATIONAL TRUST COMPANY, LIMITED

21 King Street East, Toronto M5C 1B3

1350 Sherbrooke Street West, Montreal H3G 1J1

250 Portage Avenue, Winnipeg R3C 0B5

330 8th Avenue S.W., Calgary T2P 1C3

510 Burrard Street, Vancouver V6C 2J7

BANKERS TRUST COMPANY

485 Lexington Avenue, New York, N.Y. 10017



# Moore Corporation Limited

## BOARD OF DIRECTORS

IRWIN A. BAILEY Toronto  
*Senior Vice-President*

DAVID W. BARR Toronto *President*

W. HERMAN BROWNE Toronto *Chairman*

J. DOUGLAS GIBSON Toronto  
*Financial and Economic Consultant*  
*Chairman, The Consumers' Gas Company*

L. EDWARD GRUBB Toronto  
*Chairman and Chief Officer,*  
*The International Nickel Company*  
*of Canada, Limited*

EDWIN H. HEENEY Toronto  
*Chairman and Chief Executive Officer,*  
*National Trust Company, Limited*

BERNARD H. PEARCE London, England  
*Chairman, Lamson Industries Limited*

W. HAROLD REA Toronto *Chairman,*  
*Great Canadian Oil Sands Limited*

V. WILLIAM SCULLY Toronto  
*Chairman, Executive Committee,*  
*The Steel Company of Canada, Limited*

## HONORARY DIRECTORS

J. STUART FLEMING  
Niagara Falls, N.Y.

ROBERT A. LAIDLAW Toronto

ALAN H. TEMPLE New York, N.Y.

GRAHAM F. TOWERS Ottawa

## OFFICERS

*Chairman of the Board*  
W. HERMAN BROWNE

*President*  
DAVID W. BARR

*Senior Vice-President*  
IRWIN A. BAILEY

*Vice-President and Treasurer*  
JUDSON W. SINCLAIR

*Vice-President and Secretary*  
FRANK W. WOODS

## MANAGEMENT OF PRINCIPAL SUBSIDIARIES AND OPERATING DIVISIONS

### Business Forms, Copying Products and Machinery

MOORE BUSINESS FORMS, INC.

EASTERN DIVISION—Niagara Falls, N.Y.

Stanley D. Waltman, *Vice-President and General Manager*

PACIFIC DIVISION—Oakland, Cal.

Lee C. Rumph, *Vice-President and General Manager*

CENTRAL DIVISION—Glenview, Ill.

Maurice O. Beverley, *Vice-President and General Manager*

SOUTHERN DIVISION—Denton, Tex.

Richard W. Hamilton, *Vice-President and General Manager*

REDIFORM OFFICE PRODUCTS DIVISION

—Paramus, N.J.

Charles S. Roush, *General Manager*

MACHINERY DIVISION—Dover, N.H.

RESEARCH DIVISION—Niagara Falls, N.Y.

Robert H. Downie, *Vice-President and General Manager*

MARKETING—Niagara Falls, N.Y.

Chester H. Naukam, *Director of Marketing*

LAMSON INDUSTRIES LIMITED—London, England

Jean-Paul R. M. Evans, *Managing Director*

MOORE BUSINESS FORMS—Toronto, Ont.

DIVISION OF MOORE CORPORATION LIMITED

Wilbur M. Nichols, *Vice-President and General Manager*

OTHER INTERNATIONAL OPERATIONS—Toronto, Ont.

John M. Kirkpatrick, *Manager*

MOORE BUSINESS FORMS de MEXICO, S.A. de C.V.

—Tlalnepantla, Mexico

Earl C. Kraft, *Vice-President and General Manager*

MOORE BUSINESS FORMS de PUERTO RICO, S.A.

—San Juan, Puerto Rico

Wendell C. Crawshaw, *Vice-President and General Manager*

### Custom Packaging

F. N. BURT COMPANY, INC.—Buffalo, N.Y.

Ralph W. Seiler, *Vice-President and General Manager*

DOMINION PAPER BOX COMPANY LIMITED

—Toronto, Ont.

Lorne W. Ballance, *Vice-President and General Manager*

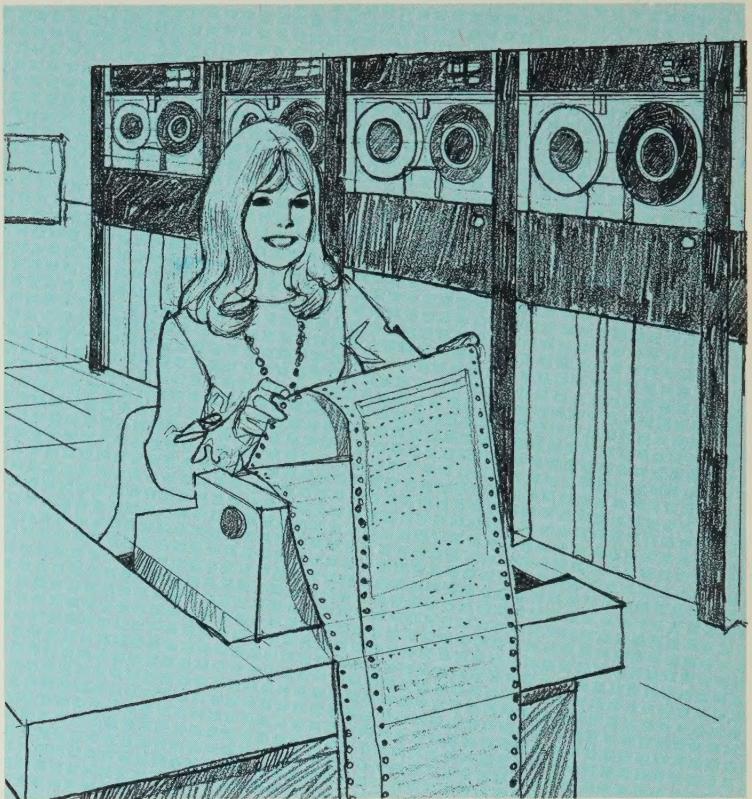
REID PRESS LIMITED—Hamilton, Ont.

Richard W. Bastien, *Executive Vice-President and General Manager*

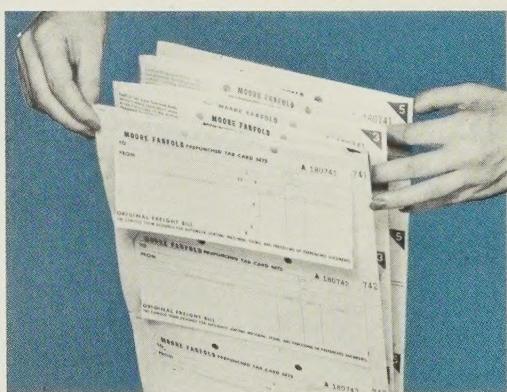


**Moore  
Corporation  
Limited**

### MOORE PRODUCTS IN THE COMPUTER AGE



These illustrations show a few examples of Moore form products used as input or output documents in computers and other data processing equipment. These forms—and many others—are precision manufactured by Moore to perform a variety of data communication tasks from high-speed computer invoicing through optically scanned reports, self-contained mailing packets, and other sophisticated methods of transmitting business data.



**Punchout ID Cards**

A MOORE  
SPECIAL  
FEATURE  
FORM

MOORE ID CARDS  
Punchout Style

ID Card No.

Signature

PRINTOUT DATA CAN APPEAR ON THE  
FORM AS WELL AS ON THE ID CARD

A PRODUCT OF MOORE BUSINESS FORMS, INC.

## NEW MOORE PRODUCT DEVELOPMENTS THAT EXPAND COMPUTER USAGE

Moore Speediread introduces a new concept in computer printout forms—special "Eye Track" colour bars which serve as guides to assist in reading the forms. In addition, more data lines are accommodated in a shorter form depth to reduce computer running time. Further economies are offered in paper and material savings, and in providing less bulk through a more convenient form size. It is expected that because of its many advantages Speediread will be well accepted by computer users.

WAREHOUSE SHIPMENTS

WAREHOUSE	PLUMBING SUPP.	BLDG. HDWR.	IND. HDWR.
ABERDEEN	202688.97		
AKRON			155473.2
ALBANY			
ATLANTA			
BRENT			
BRYANT			
CHARLESTON	42688.57	141895.37	99634.31
DENVER		141444.34	
EVANSVILLE			183318.15
FLINT			
INDIANAPOLIS	51669.50		122674.7
JACKSONVILLE			
LIMA			80985.29
LITTLE ROCK			
MOBILE			267413.57
OLEAN			86433.2
PALMER			
PERRY			151333.41
SPRINGFIELD			326008.82
TAMPA			194083.44
TOTALS	52345.69	88466.33	159623.18
	780125.83	871151.06	1044296.61

INCOMING SALES

DIVISION	PLUMBING SUPP.	BLDG. HDWR.	IND. HDWR.
ATLANTA	67748.30	81260.60	87773.50
BALTIMORE	91355.40	103176.60	120066.90
BOISE	44672.50	54293.80	79823.80
BOSTON	85563.60	52055.10	103990.20
CHICAGO	73913.90	99639.80	165997.70
DALLAS	73189.50	65219.90	90415.30
DENVER	90054.20	90337.60	56229.50
INDIANAPOLIS	66681.70	24479.40	62422.40
KANSAS CITY	82158.80		
LOS ANGELES	136515.50	145423.40	63273.80
NEW YORK	118891.40	115307.80	142831.90
TOTALS	930744.80	138424.90	158627.40
		969618.90	1131452.40

### Non-transferable Reservation Certificate for the "Presidential Signature" Series in Solid Sterling Silver

Please send my Eisenhower Dollar, along with the George Washington medallion in Sterling Silver. Also send the frame-display case including the parchment signatures collection for my examination. I may return the George Washington medallion and frame and thereby cancel my subscription. I keep the Eisenhower Dollar as my gift. Charge my ARCO Credit Card account for just \$10.00 plus 50¢ postage, handling and insurance, for each coin I accept. I may cancel my subscription at any time.



Sign Here



99502 99602

**IMPORTANT:**  
 Check here and we'll send your medallions in electroplated 24K gold-on-sterling silver, your frame-display case with parchment signatures collection. We'll charge your ARCO Credit Card account just \$15.00 per medal, plus 50¢ shipping and handling. Same return and cancellation privilege.

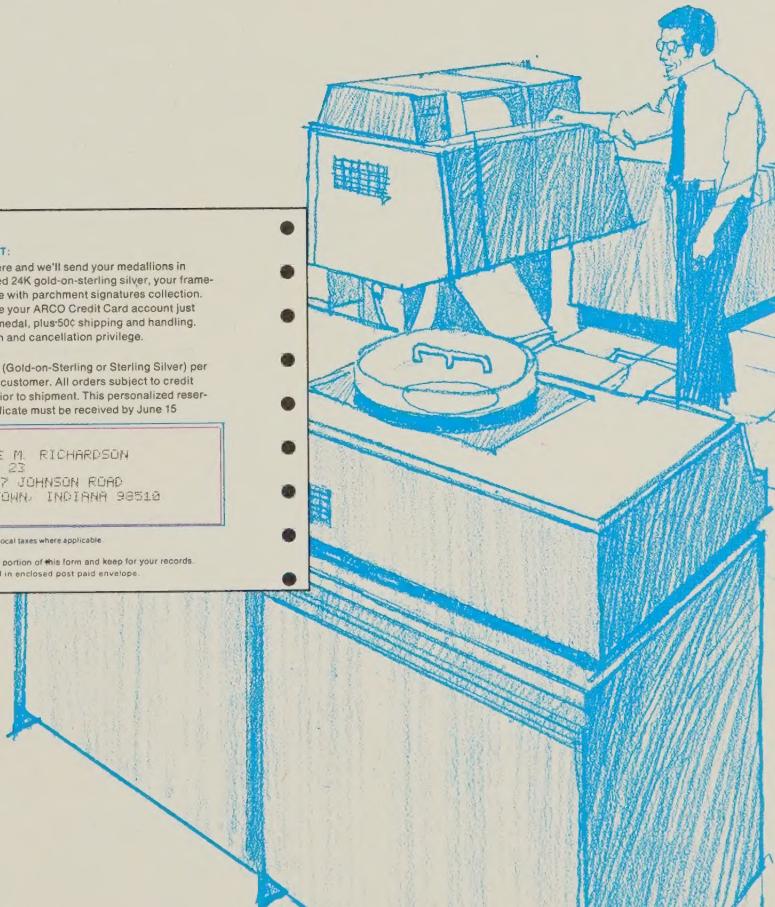
Limit 2 sets (Gold-on-Sterling or Sterling Silver) per credit card customer. All orders subject to credit approval prior to shipment. This personalized reservation certificate must be received by June 15.

ALICE M. RICHARDSON  
APT. 23  
24567 JOHNSON ROAD  
KENTON, INDIANA 46518

\*Plus State and local taxes where applicable.

Tear off lower portion of this form and keep for your records.  
Place this half in enclosed post paid envelope.

Compurite, a new Moore development, combines a computer and a printing press in a simultaneous operation. Individual addresses or other variable data on computer tapes can be added to forms while they are being printed at high speed on the press, thereby eliminating additional handlings and costs for Moore customers. Compurite is a significant contribution to printing technology and enables Moore to enter new markets, in addition to offering unique features to form users.





**Moore  
Corporation  
Limited**

**FINANCIAL HIGHLIGHTS**

*Expressed in United States currency*

SALES	\$ 587,078,000	\$ 499,400,000
EARNINGS BEFORE INCOME TAXES AND EXTRAORDINARY ITEM	\$ 114,363,000	\$ 95,451,000
Per dollar of sales	19.5¢	19.1¢
INCOME TAXES	\$ 59,467,000	\$ 49,429,000
Per dollar of sales	10.1¢	9.9¢
EARNINGS BEFORE EXTRAORDINARY ITEM	\$ 54,896,000	\$ 46,022,000
Per dollar of sales	9.4¢	9.2¢
Per Common share	\$ 1.93	\$ 1.62
NET EARNINGS	\$ 55,760,000	\$ 46,022,000
Per dollar of sales	9.5¢	9.2¢
Per Common share	\$ 1.96	\$ 1.62
DIVIDENDS	\$ 21,970,000	\$ 19,199,000
Per Common share	77½¢	67½¢
EARNINGS RETAINED IN BUSINESS	\$ 33,790,000	\$ 26,823,000
CURRENT ASSETS	\$247,565,000	\$206,953,000
CURRENT LIABILITIES	64,669,000	53,889,000
WORKING CAPITAL	\$182,896,000	\$153,064,000
Ratio of current assets to current liabilities	3.8 to 1	3.8 to 1
SHAREHOLDERS' EQUITY	\$324,628,000	\$288,652,000
Per Common share	\$ 11.39	\$ 10.15
Common shares outstanding	28,499,560	28,450,637
EXPENDITURE FOR FIXED ASSETS	\$ 26,123,000	\$ 15,767,000



# Moore Corporation Limited

## REPORT OF THE BOARD OF DIRECTORS TO THE SHAREHOLDERS FOR THE YEAR ENDED DECEMBER 31, 1973

Expressed in United States currency

Moore achieved new high records in sales and earnings in 1973, our ninety-second year. Favourable economic conditions prevailed in the United States and Canada throughout the year, creating a good business climate. This is the fifteenth consecutive year in which successive new records have been established in both sales and earnings. Good growth was recorded in all major divisions of Moore operations. The rate of increase in sales was the highest since 1951 and the dollar increase was equal to the Corporation's total volume in 1953.

The year was characterized by steady growth. Results in both sales and earnings in each quarter surpassed those of the previous three months, culminating in the fourth quarter in sales of \$163,151,000 and earnings of \$16,273,000 representing by far the best three month period in our history.

### Sales

Total sales of \$587,078,000, up 17.6% from \$499,400,000 in 1972, set a new high record. Further, incoming business was substantially higher than sales. The resulting high backlogs at the end of the year provided a strong start for the year 1974. As in the past, computer oriented products accounted for the major portion of the increases in sales and the computer industry continues to be strongly optimistic for the future. The growing scarcity of paper caused considerable anxiety on the part of many of our customers with the result that demand was strong for Moore products, and some stock piling occurred, which is believed to be of limited significance.

Total sales (net shipments to customers) by product were as follows:

Business forms	540,548,000	92.0%
Custom packaging	35,079,000	6.0
Machinery	11,451,000	2.0
	<u>\$587,078,000</u>	<u>100.0%</u>

The geographic distribution of total sales was as follows:

United States	502,902,000	85.7%
Canada	63,819,000	10.9
Other countries	20,357,000	3.4
	<u>\$587,078,000</u>	<u>100.0%</u>

### Earnings

Net earnings of \$55,760,000 not only represent an increase of 21.2% over the figure for 1972 but further reflect an increase in the rate of profit on the sales dollar from 9.2¢ in 1972 to 9.5¢ for 1973. This improvement occurred despite a slight increase in the Corporation's overall rate of taxation and is attributable to increased efficiency and the higher volume handled.

Net earnings per share increased to \$1.96 from \$1.62 in 1972.

## Dividends and Retained Earnings

Four quarterly dividends, totalling 77½¢ per share for the year, were declared on the outstanding Common shares. These consisted of one quarterly dividend of 17½¢ and three of 20¢. Dividends for the year amounted to \$21,970,000, compared with \$19,199,000 in 1972. The balance of net earnings, \$33,790,000, was retained in the business.

## Lamson Industries Limited

As the shareholders have been informed, the Corporation's offer late in 1973 to purchase for cash additional shares of Lamson was wholly successful. As a result, the Corporation increased its interest in Lamson from 20%, an interest held since 1964, to 52%, and Lamson became a subsidiary of Moore effective November 23, 1973.

Through its subsidiaries, Lamson Industries Limited is a prominent manufacturer of business forms, with long established operations in the United Kingdom, Europe, Australasia and Africa. These geographic areas offer excellent potential for growth in business forms sales. Both Moore and Lamson are enthusiastic about working even more closely together to take full advantage of the opportunities for profitable growth that lie ahead.

For the reason explained in Note 1 of Notes to Consolidated Financial Statements on page 14, the financial statements of Lamson are not consolidated with those included in this annual report. Instead, the consolidated balance sheet reflects the total investment in Lamson valued at cost, plus \$452,000, the estimated Moore share of Lamson earnings since November 23, 1973. That latter amount is included also in consolidated net earnings for the year, along with the regular Lamson dividends received earlier in 1973. Commencing in 1974, the Corporation's published accounts will include consolidation of the accounts of Lamson Industries Limited.

## Consolidated Balance Sheet

The consolidated balance sheet continues to show the sound financial condition of the Corporation. Further details are provided in the Notes to Consolidated Financial Statements on pages 14 and 15.

The increase in long-term debt reflects bank loans obtained to finance the acquisition of the additional shares in Lamson Industries Limited. It is anticipated that these loans will be replaced with long-term financing now under negotiation.

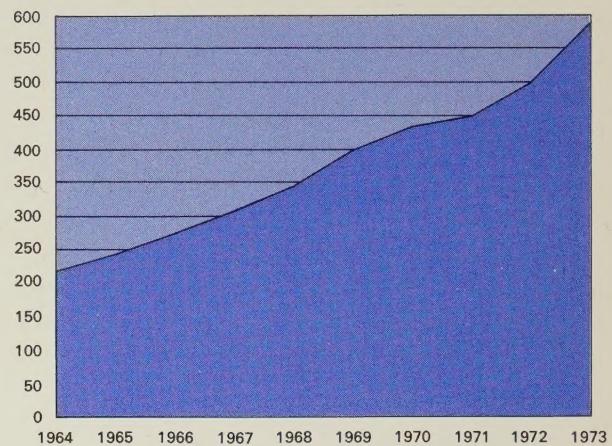
Working capital totalled \$182,896,000 at the end of the year, compared with \$153,064,000 a year earlier. Current assets were 3.8 times current liabilities. The Consolidated Statement of Source and Application of Funds, presented on page 13, provides further details of the increase in working capital.

## Capital Expenditures

Total expenditure in 1973 for land, buildings, machinery and equipment was \$26,123,000, of which \$19,810,000 was for machinery and equipment.

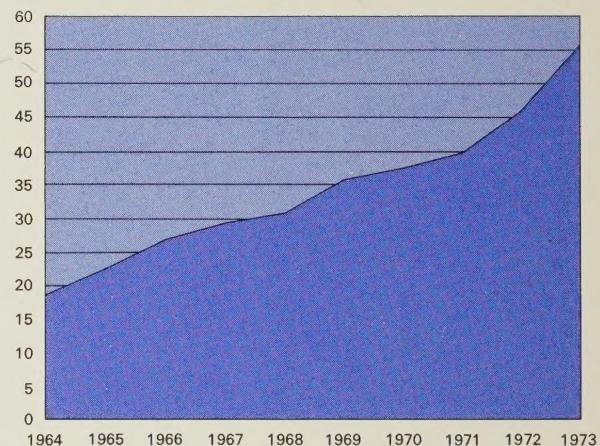
## Sales

millions of dollars



## Net Earnings

millions of dollars



Buildings under construction at December 31, 1972 were completed and occupied in 1973. These were new business forms plants at Jerome, Idaho and São Paulo, Brazil, and plant additions at Rutland, Vermont and Fremont, Ohio. A new business forms plant at Rochester, Indiana and plant additions at Heflin, Alabama and Stillwater, Oklahoma were completed during the year. Other additions are under construction at the forms plants in Green Bay and Monroe, Wisconsin and Trenton, Ontario. In 1973, the converter machinery plant at Agawam, Massachusetts was sold.

The foregoing covers the major changes in manufacturing plant facilities during 1973. At the year end the Corporation was operating fifty-four manufacturing plants in the United States, Canada, Mexico, the Caribbean, and Central and South America. Forty-eight of these were manufacturing business forms, three, machinery and equipment and three, custom packaging products.

### Acquisitions and Investments

In 1973, and as explained in Note 5 on page 15, the Corporation acquired a controlling interest in Reid Lithographing Company Limited in Hamilton, Ontario. This new subsidiary, through its wholly-owned operating company, Reid Press Limited, also of Hamilton, manufactures custom packaging, including folding cartons, labels and packaging systems.

During the year the Corporation acquired an additional 29% interest in Formulários Nacional S.A. of Brazil, making it a wholly-owned subsidiary. As a result of a subsequent reorganization, the Brazilian operation continues under the name Moore Formulários Limitada.

Toppan Moore Business Forms Co. Ltd. in 1973, issued 500,000 additional shares to finance its expanding operating requirements. The Corporation acquired 225,000 of these shares thereby maintaining its ownership of the stock in this Japanese company at 45% of its total shares outstanding.

### Capital Stock and Shareholders

Note 5 on page 15 provides details of the Common shares issued during the year.

There were 21,303 Moore shareholders at the end of 1973 compared with 21,537 a year ago. The year-end total included 8,489 institutional holders comprising mutual funds, other investment companies, insurance companies, banks, estates and pension trusts. The Corporation's shares continue to have a wide geographical distribution.

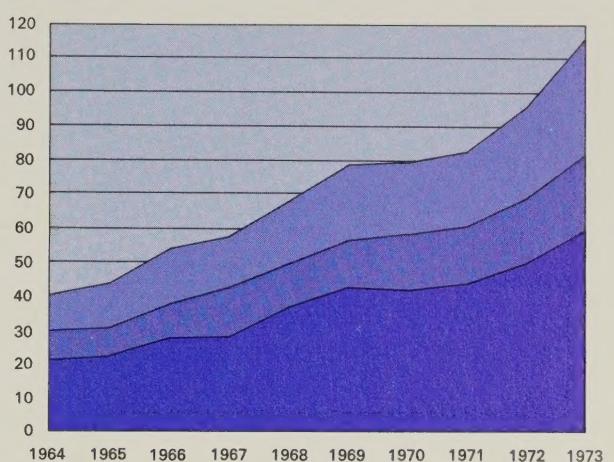
### Moore Employees

The Corporation's employees are to be congratulated for playing a significant role in the continued success of Moore during 1973. Record sales and earnings are due largely to their efforts, skills and dedication. The contribution of all employees is a matter of pride to your directors who extend their warm appre-

### Distribution of Earnings

INCOME TAXES DIVIDENDS RETAINED IN BUSINESS

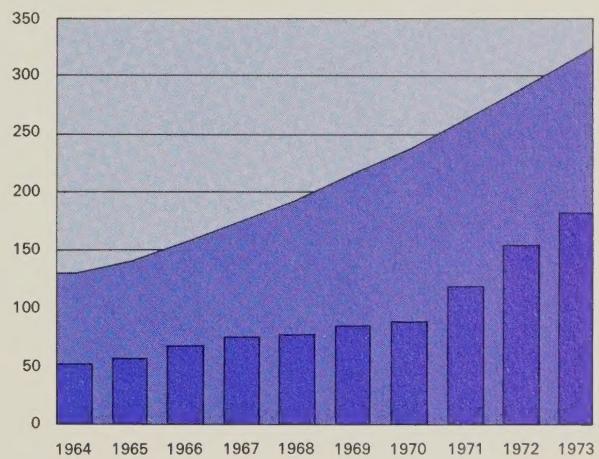
millions of dollars



### Shareholders' Equity and Working Capital

SHAREHOLDERS' EQUITY WORKING CAPITAL

millions of dollars



ciation. At the end of 1973, Moore Corporation Limited and consolidated subsidiary companies had a total of 17,742 employees (12,827 men and 4,915 women).

### Research, Machinery and Marketing

Further progress was made during 1973 in designing unique and technically advanced manufacturing equipment for the production of business forms. The first group of an important new family of presses introduced into our plants is performing in line with expectations.

In order to channel all our efforts, expertise and skill into the development of new forms manufacturing equipment, it was decided during the year to dispose of the converter machinery business. This was accomplished during August, 1973.

During 1973, because of a tight supply situation in paper, carbonizing tissue and other carbonizing materials, the Research division found it necessary to develop new formulas and substitutions to replace supplies which became unavailable. This was accomplished while maintaining a high level of quality in our products. Moore Carbonless Paper is now well established on a full production basis.

The Research and Marketing divisions continue to monitor the effects of the changing office equipment and computer environment and have, or are developing, interesting market responses.

### Outlook

In view of the many political and economic uncertainties at present, it is extremely difficult to accurately predict the trend of general business in 1974. There are indications, however, that demand for our products will continue strong throughout the year.

### William Norman McLeod

July 1889 - March 1973

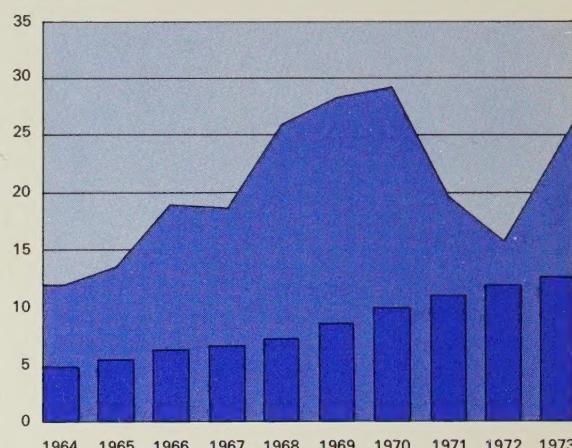
The shareholders have been informed of the death of W. Norman McLeod on March 19, 1973. In tribute to this distinguished former president and chairman of the Corporation, and in expression of their sorrow, the directors on March 29, 1973 passed a resolution which reads in part as follows:

"From the time of his joining the Corporation in 1918 until his retirement as a director in 1971, Norman McLeod was at all times a leading figure in the management structure of Moore. He served in various important executive capacities including those of president and chairman of the board, and as a member of its policy committee. His regard for the best interests of the shareholders was at all times reflected in his good judgment and wise counsel during his forty-two years as a director of the Corporation. His contribution was especially outstanding during his early years when the strong foundations on which Moore has since grown so successfully were being laid."

### Capital Expenditures and Depreciation



millions of dollars



### Distribution of 1973 Revenue

100.0%	Sales and investment and other income . . . . .	\$591,873,000
<i>Used as follows:</i>		
33.2	Wages, salaries and employee benefits . . . . .	196,684,000
44.4	Materials, supplies and services . . . . .	262,707,000
2.2	Depreciation . . . . .	12,635,000
10.8	Taxes—income, property and other . . . . .	64,087,000
3.7	Dividends . . . . .	21,970,000
5.7	Retained in business . . . . .	33,790,000

## Directors and Executives

L. Edward Grubb was elected a director at the annual meeting in March 1973 to fill the vacancy on the board resulting from the retirement of Graham F. Towers. At that same meeting, Mr. Towers, who served the Corporation with distinction as a director since January, 1956, was elected an honorary director. Mr. Grubb is chairman and chief officer of The International Nickel Company of Canada, Limited.

Following the recent strengthening of the relationship between the Corporation and Lamson Industries Limited, David W. Barr, president of the Corporation, and Irwin A. Bailey, its senior vice-president, were elected directors of Lamson Industries Limited. Later in 1974, Mr. Bailey will move to London to spend with Lamson a period not expected to extend beyond the end of 1975. During this period, while retaining the office of senior vice-president of the Corporation, Mr. Bailey will carry also the title of vice-chairman of Lamson Industries Limited, and will work closely with the managements of both organizations to further their mutual best interests.

Richard W. Hamilton has been appointed executive vice-president of the Corporation. He will be transferred to Toronto, with his appointment to commence effective April 1, 1974. Mr. Hamilton is at present a vice-president of Moore Business Forms, Inc., and general manager of its Southern Division.

Judson W. Sinclair, treasurer and comptroller of the Corporation, was elected a vice-president, effective January 1, 1974.

Chester H. Naukam, currently director of corporate marketing of Moore Business Forms, Inc., has been appointed effective April 1, 1974 a vice-president of that corporation and general manager of its Southern Division, succeeding Mr. Hamilton.

Also effective on that date, Henry P. Cooper, at present assistant general sales manager of the Southern Division, will become director of corporate marketing, to succeed Mr. Naukam.

\* \* \*

The Directors are grateful to the employees, customers and suppliers for their fine support during 1973. The confidence of the shareholders is also sincerely appreciated.

On behalf of the Board,



W. H. BROWNE  
Chairman



D. W. BARR  
President



**Moore  
Corporation  
Limited**

and consolidated subsidiary corporations

**CONSOLIDATED BALANCE SHEET**

*Expressed in United States currency*

**ASSETS**

AS AT DECEMBER 31

1973 1972

**CURRENT ASSETS**

Cash	\$ 11,617,000	\$ 8,555,000
Short-term securities, at cost which is approximate market value	33,009,000	43,538,000
Accounts receivable	109,833,000	88,417,000
Inventories (Note 1)	90,413,000	64,662,000
Prepaid expenses	2,693,000	1,781,000
<b>TOTAL CURRENT ASSETS</b>	<b>247,565,000</b>	<b>206,953,000</b>

**FIXED ASSETS (Note 1)**

Land	3,827,000	3,848,000
Buildings	63,615,000	58,659,000
Machinery and equipment	197,802,000	181,091,000
	265,244,000	243,598,000
Less—Accumulated depreciation	102,432,000	90,785,000
	162,812,000	152,813,000

**INVESTMENT IN OTHER CORPORATIONS**

(Notes 1 and 2)

OTHER ASSETS	5,353,000	5,029,000
	<b>\$485,703,000</b>	<b>\$389,558,000</b>

LIABILITIES

AS AT DECEMBER 31

1973                    1972

CURRENT LIABILITIES

Bank loans	\$ 2,931,000	\$ 875,000
Accounts payable and accruals	42,454,000	33,942,000
Dividends payable	5,599,000	4,979,000
Accrued income taxes	13,685,000	14,093,000
TOTAL CURRENT LIABILITIES	<u>64,669,000</u>	<u>53,889,000</u>
LONG-TERM DEBT (Note 3)	70,431,000	24,452,000
DEFERRED INCOME TAXES AND LIABILITIES (Note 4)	24,667,000	21,169,000
EQUITY OF MINORITY SHAREHOLDERS IN SUBSIDIARY CORPORATIONS	<u>1,308,000</u>	<u>1,396,000</u>
	<u>161,075,000</u>	<u>100,906,000</u>

SHAREHOLDERS' EQUITY

COMMON SHARES (Note 5)

Authorized—31,779,264 shares without  
par value

Issued and outstanding—28,499,560 shares (28,450,637 shares in 1972)	33,151,000	30,965,000
RETAINED EARNINGS	<u>291,477,000</u>	<u>257,687,000</u>
	<u>324,628,000</u>	<u>288,652,000</u>

Approved on behalf of the Board:

*W.H. Johnson*                    Director

*Dev Barr*                    Director                    \$485,703,000                    \$389,558,000



**Moore  
Corporation  
Limited**

and consolidated subsidiary corporations

**CONSOLIDATED STATEMENT OF EARNINGS**

*Expressed in United States currency*

FOR THE YEAR ENDED  
DECEMBER 31

	1973	1972
Sales . . . . .	<u>\$587,078,000</u>	<u>\$499,400,000</u>
Cost of sales, selling and administrative expenses . . . . .	464,875,000	395,061,000
Depreciation (Note 1) . . . . .	<u>12,635,000</u>	<u>11,804,000</u>
	<u>477,510,000</u>	<u>406,865,000</u>
Income from operations . . . . .	<u>109,568,000</u>	<u>92,535,000</u>
Investment and other income (Notes 1 and 2) . . . . .	<u>4,795,000</u>	<u>2,916,000</u>
Earnings before income taxes and extraordinary item . . . . .	114,363,000	95,451,000
Income taxes . . . . .	<u>59,467,000</u>	<u>49,429,000</u>
Earnings before extraordinary item . . . . .	54,896,000	46,022,000
Extraordinary item (Note 8) . . . . .	<u>864,000</u>	<u>—</u>
NET EARNINGS . . . . .	<u>\$ 55,760,000</u>	<u>\$ 46,022,000</u>
<b>EARNINGS PER COMMON SHARE</b>		
Before extraordinary item . . . . .	\$ 1.93	\$ 1.62
After extraordinary item . . . . .	\$ 1.96	\$ 1.62

**CONSOLIDATED STATEMENT OF RETAINED EARNINGS**

*Expressed in United States currency*

FOR THE YEAR ENDED  
DECEMBER 31

	1973	1972
Balance at beginning of year . . . . .	<u>\$257,687,000</u>	<u>\$230,864,000</u>
Net earnings . . . . .	<u>55,760,000</u>	<u>46,022,000</u>
	<u>313,447,000</u>	<u>276,886,000</u>
Dividends—77½¢ per Common share (67½¢ in 1972) . . . . .	21,970,000	19,199,000
BALANCE AT END OF YEAR . . . . .	<u>\$291,477,000</u>	<u>\$257,687,000</u>

## CONSOLIDATED STATEMENT OF SOURCE AND APPLICATION OF FUNDS

Expressed in United States currency

FOR THE YEAR ENDED  
DECEMBER 31

	1973	1972
<b>SOURCE OF FUNDS</b>		
Net earnings	\$ 55,760,000	\$ 46,022,000
Items not requiring the current outlay of funds, principally depreciation and deferred income taxes	16,576,000	15,748,000
Funds from operations	72,336,000	61,770,000
Long-term debt	46,331,000	7,180,000
Sale of fixed assets	4,016,000	824,000
Common shares issued	2,186,000	260,000
Other sources	454,000	356,000
	<u>125,323,000</u>	<u>70,390,000</u>
<b>APPLICATION OF FUNDS</b>		
Expenditure for fixed assets	26,123,000	15,767,000
Dividends	21,970,000	19,199,000
Investments in other corporations (Note 2)	44,758,000	132,000
Deferred charges	966,000	472,000
Excess of the cost of shares in subsidiaries over the book value of their net assets at date of acquisition	1,035,000	—
Other applications	639,000	273,000
	<u>95,491,000</u>	<u>35,843,000</u>
INCREASE IN WORKING CAPITAL	29,832,000	34,547,000
WORKING CAPITAL AT BEGINNING OF YEAR	153,064,000	118,517,000
WORKING CAPITAL AT END OF YEAR	<u>\$182,896,000</u>	<u>\$153,064,000</u>

## NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 1973

Expressed in United States currency

### NOTE 1 SUMMARY OF ACCOUNTING POLICIES

#### Principles of consolidation:

Moore Corporation Limited is incorporated under the laws of the Province of Ontario, Canada.

The consolidated financial statements include the accounts of all subsidiaries except those of Lamson Industries Limited.

The accounts of Lamson Industries Limited are not consolidated because the majority interest in that company was acquired late in 1973 and it was not practicable to obtain on a timely basis all financial information required for consolidation at December 31, 1973. Accordingly, for 1973 the Corporation's estimated share of the earnings of this company since acquisition of the majority interest on November 23, 1973 has been added to the investment in Lamson Industries Limited (see Note 2). In 1974, the accounts of Lamson Industries Limited will be consolidated.

Net earnings of consolidated subsidiary corporations for the years 1973 and 1972 attributable to minority shareholders are not significant and are not disclosed separately in the Consolidated Statement of Earnings.

#### Translation of foreign currencies:

The consolidated financial statements are expressed in United States currency because the greater part of the assets, liabilities and earnings are located or originate in the United States. Canadian and other currencies have been translated into United States currency on the following bases:

Current assets, current liabilities, long-term receivables and long-term liabilities, at the year-end rates of exchange;

All other assets, liabilities, accumulated depreciation and related charges against earnings, and share capital, at historical rates of exchange;

Income and expenses, other than depreciation, at average exchange rates during the year.

#### Inventories:

Inventories of raw materials and work in process are valued at the lower of cost and replacement cost and inventories of finished goods at the lower of cost and net realizable value, with cost determined on the first-in, first-out basis.

#### Fixed assets and depreciation:

Fixed assets are stated at historical cost. Depreciation is provided using the straight-line method, at rates based on the estimated useful lives of the depreciable assets.

Gains or losses on the disposal of fixed assets are included in earnings and the cost and accumulated

depreciation related to these assets are removed from the accounts.

#### Income taxes:

The Corporation accounts for income taxes on the tax allocation basis which relates income taxes to the accounting income for the year. Investment tax credits on eligible property purchased and placed in service during each year are taken into income as a reduction of income taxes.

### NOTE 2 INVESTMENT IN OTHER CORPORATIONS

	1973	1972
Lamson Industries Limited, at cost plus \$452,000, the Corporation's estimated share of the earnings of this company since date of acquisition of a majority interest in 1973	\$67,280,000	\$22,549,000
Other corporations, at cost	<u>2,693,000</u>	<u>2,214,000</u>
	<u><u>\$69,973,000</u></u>	<u><u>\$24,763,000</u></u>

Investment and other income includes the Corporation's estimated share of the earnings of Lamson Industries Limited since date of acquisition of a majority interest, dividends received from Lamson prior to that date and dividends received from other corporations.

### NOTE 3 LONG-TERM DEBT

	1973	1972
Moore Corporation Limited		
Bank loans	\$44,900,000	\$ —
Moore Business Forms, Inc.		
7.90% Senior Notes due October 1, 1996	20,000,000	20,000,000
6.75% Promissory Note due December 31, 1986	3,742,000	3,938,000
Other subsidiaries	<u>1,789,000</u>	<u>514,000</u>
	<u><u>\$70,431,000</u></u>	<u><u>\$24,452,000</u></u>

The bank loans bear interest at the prime rate and were arranged to acquire additional shares of Lamson Industries Limited in 1973. Although payable on demand, these loans are shown as non-current liabilities since long-term financing arrangements are under negotiation.

The Promissory Note is secured by mortgages on certain properties.

Payments of \$333,000 at December 31, 1973 and \$281,000 at December 31, 1972 on long-term debt due within one year are included in accounts payable and accruals. For the years 1975 through 1978 payments required on long-term debt are as follows: 1975—\$372,000; 1976—\$411,000; 1977—\$624,000; 1978—\$711,000.

No repayments of principal are required on the Senior Notes until 1981.

#### NOTE 4 DEFERRED INCOME TAXES

Deferred income taxes in the Consolidated Balance Sheet amount to \$23,797,000 at December 31, 1973 and \$20,497,000 at December 31, 1972.

#### NOTE 5 COMMON SHARES

In 1973, the Corporation acquired an additional 29% interest in Formulários Nacional S.A. of Brazil, making this company wholly-owned, in consideration for 13,250 Common shares of the Corporation which were valued at \$699,000, their approximate market value at the date of issue. The Corporation also acquired a controlling interest in Reid Lithographing Company Limited for a consideration consisting of cash and 23,047 Common shares of the Corporation which were valued at \$1,141,000, their approximate market value at the date of issue.

On June 21, 1973, under the terms of the Executive Stock Option Plan, options were granted to certain employees to purchase 22,200 Common shares of the Corporation. During 1973, 12,626 Common shares were purchased by holders of options for a cash consideration of \$346,000. Options expire on various dates not more than ten years from the dates granted, and the option price per Common share is equivalent to the market value on the date of the grant. Details of the options outstanding at December 31, 1973 are as follows:

Year granted	Price per Common share in Canadian currency	Number of Common shares
1966	\$20.47	3,700
1969	30.12	17,584
1972	47.69	12,500
1973	49.38	22,200

The potential dilution effect of the outstanding options on net earnings per Common share is not material.

#### NOTE 6 RETIREMENT PLANS

Based on the 1973 reports of independent consulting actuarial firms, all vested benefits under the Corporation's United States and Canadian retirement plans are

fully funded. The actuarially calculated obligations for pension benefits expected to accrue and vest in the future which are related to prior service are estimated to be about \$19,137,000 as at December 31, 1973. These obligations will be recorded in the accounts and funded by annual payments over periods not exceeding twenty-eight years.

#### NOTE 7 CONSOLIDATED STATEMENT OF EARNINGS

The Consolidated Statement of Earnings includes the following:

	1973	1972
Remuneration paid to directors and senior officers . . . . .	\$ 512,000	\$ 482,000
Interest on long-term debt . . . . .	2,113,000	1,794,000
Amortization of deferred development costs . . . . .	579,000	476,000
Deferred income taxes . . . . .	3,300,000	3,211,000
Investment tax credits . . . . .	1,028,000	782,000

#### NOTE 8 EXTRAORDINARY ITEM

The extraordinary item represents the profit after tax on the sale of the converter machinery business.

#### AUDITORS' REPORT

To the Shareholders of  
MOORE CORPORATION LIMITED:

We have examined the consolidated balance sheet of Moore Corporation Limited and its consolidated subsidiary corporations as at December 31, 1973 and the consolidated statements of earnings, retained earnings and source and application of funds for the year then ended. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion these consolidated financial statements present fairly the financial position of the corporations as at December 31, 1973 and the results of their operations and the source and application of their funds for the year then ended. Except that the accounts of Lamson Industries Limited have not been consolidated, as explained in Note 1, the consolidated financial statements have been prepared in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

*Price waterhouse & Co.*  
Chartered Accountants  
Toronto, March 1, 1974.



**Moore  
Corporation  
Limited**

**TEN-YEAR SUMMARY**

*Expressed in United States currency in thousands of dollars*

INCOME STATISTICS	1973	1972	1971	1970
Sales . . . . .	\$587,078	\$499,400	\$448,944	\$431,841
Earnings before income taxes . . .	114,363	95,451	83,708	79,563
Per dollar of sales . . . .	19.5¢	19.1¢	18.7¢	18.4¢
Income taxes . . . . .	59,467	49,429	43,886	42,032
Per dollar of sales . . . .	10.1¢	9.9¢	9.8¢	9.7¢
Net earnings—footnote (i) . . . .	55,760	46,022	39,822	37,531
Per dollar of sales . . . .	9.5¢	9.2¢	8.9¢	8.7¢
Per Common share—footnote (ii) .	\$ 1.96	\$ 1.62	\$ 1.40	\$ 1.32
Dividends . . . . .	21,970	19,199	17,056	16,326
Per Common share—footnote (ii) .	77.5¢	67.5¢	60.0¢	57.5¢
Earnings retained in business . . .	33,790	26,823	22,766	21,205

BALANCE SHEET AND OTHER STATISTICS	1973	1972	1971	1970
Current assets . . . . .	\$247,565	\$206,953	\$162,056	\$150,839
Current liabilities . . . . .	64,669	53,889	43,539	63,379
Working capital . . . . .	\$182,896	153,064	118,517	87,460
Ratio of current assets to current liabilities . . . . .	3.8 to 1	3.8 to 1	3.7 to 1	2.4 to 1
Fixed assets (net) . . . . .	162,812	152,813	149,675	142,146
Common shareholders' equity . . . .	324,628	288,652	261,569	238,228
Per Common share—footnote (ii) .	\$ 11.39	\$ 10.15	\$ 9.20	\$ 8.39
Number of shareholders . . . . .	21,303	21,537	22,326	23,636
Number of employees . . . . .	17,742	16,431	15,783	16,630

1969	1968	1967	1966	1965	1964
398,836	\$341,275	\$306,665	\$278,734	\$241,313	\$214,629
78,151	67.398	58,998	53,875	44,692	39,200
19.6¢	19.7¢	19.2¢	19.3¢	18.5¢	18.3¢
42,439	36,524	29,639	27,015	22,313	20,367
10.6¢	10.7¢	9.6¢	9.7¢	9.2¢	9.5¢
35,712	30,874	29,359	26,860	22,379	18,833
9.0¢	9.0¢	9.6¢	9.6¢	9.3¢	8.8¢
1.26	\$ 1.09	\$ 1.04	95¢	80¢	67¢
13,819	12,747	12,204	10,331	9,247	8,092
48.8¢	45.0¢	43.1¢	36.6¢	32.8¢	28.8¢
21,893	18,127	17,155	16,529	13,132	10,741

1969	1968	1967	1966	1965	1964
38,270	\$120,984	\$108,547	\$ 94,497	\$ 81,300	\$ 69,125
56,056	45,123	34,835	28,818	25,375	18,279
82,214	75,861	73,712	65,679	55,925	50,846
2.5 to 1	2.7 to 1	3.1 to 1	3.3 to 1	3.2 to 1	3.8 to 1
23,923	104,201	85,881	74,590	61,810	53,860
16,525	193,222	175,048	157,464	140,355	127,064
7.63	\$ 6.82	\$ 6.18	\$ 5.57	\$ 4.98	\$ 4.51
23,225	21,811	18,923	13,222	12,471	11,812
16,717	14,899	14,151	13,448	12,410	11,528

(i)

Net earnings for 1973 include extraordinary earnings of \$864,000, equivalent to 3¢ per share.

(ii)

Net earnings per Common share, dividends per Common share and shareholders' equity per Common share in the years 1964 to 1966 inclusive have been adjusted to reflect the four for one subdivision of the Common shares in 1967.



**Moore  
Corporation  
Limited**

## **THE MOORE STORY**



A business form is the heart of every system. This is the concept on which the Corporation has operated since its founding in 1882 by Samuel J. Moore. The first product produced by Mr. Moore, The "Manifold Copying Book", was the predecessor of today's sales book and was based on the idea that "one writing can serve many purposes". This basic idea was the foundation of the business forms industry. From this initial product Moore has expanded its product range until today it is the world's largest manufacturer of business forms, offering practically unlimited forms constructions for electronic data processing output and input, as well as an extensive range of manually written forms serving many business needs.

The first business forms plant was established in Toronto, Ontario, by Mr. Moore in 1882, to manufacture the sales book. In order to expand the sale of this product in the United States, Moore established a second small plant in Niagara Falls, N.Y. in 1884. This organization was then known as Carter & Company. As the product line was enlarged and demand for the company's products began to grow, other forms manufacturing companies were acquired. By the end of 1928, the "Moore Group", as it was called, comprised nine companies.

In the early years, further acquisitions were made in related fields, such as Kidder Press Company,



Inc., Dover, N.H. manufacturing printing presses and other equipment. F. N. Burt Company, Inc., Buffalo, N.Y. and Dominion Paper Box Company Limited, Toronto, further important early acquisitions, have for many years specialized in fine quality, custom packaging for consumer product manufacturers. Reid Press Limited, Hamilton, Ontario, a manufacturer of folding cartons, labels, and packaging systems, which was acquired in 1973, is the most recent addition to the Moore custom packaging division.

In 1945, the separate forms companies assumed national identity under the name Moore Business Forms, Inc., in the United States, and Moore Business Forms Ltd., in Canada.

Almost from its inception, and through extensive research, Moore has devoted itself to constant expansion and improvement of its product lines. This has resulted in numerous innovations that have contributed greatly to the Corporation's progress.

Since the end of World War II Moore expansion beyond the United States and Canada has been continuous. Through Lamson Industries Limited, other subsidiaries, and investments in other forms manufacturing companies, the Corporation is now established in the United Kingdom, Europe, Australasia, Africa, Japan and Mexico as well as in countries located in Central and South America and the West Indies.



A selection of the  
fine quality products of the  
corporation's custom  
packaging division





## Moore Corporation Limited

### CORPORATE ORGANIZATION

#### UNITED STATES AND CANADA

##### MOORE BUSINESS FORMS, INC.

###### *EASTERN DIVISION—Niagara Falls, N.Y.*

Buckhannon, W.Va., Elmira, N.Y., Fredericksburg, Va., Honesdale, Pa., Lewisburg, Pa., Manchester, N.H., Niagara Falls, N.Y., Quakertown, Pa., Rutland, Vt., Snow Hill, Md., Thurmont, Md.

###### *CENTRAL DIVISION—Glenview, Ill.*

Angola, Ind., Charleston, Ill., Fremont, Ohio, Green Bay, Wis., Iowa City, Iowa, Monroe, Wis., Rochester, Ind.

###### *SOUTHERN DIVISION—Denton, Tex.*

Albany, Ga., Bryan, Tex., Denton, Tex., Greenwood, S.C., Heflin, Ala., Marion, Ky., Nacogdoches, Tex., Stillwater, Okla.

###### *PACIFIC DIVISION—Oakland, Cal.*

Emeryville, Cal., Fullerton, Cal., Jerome, Idaho, Logan, Utah, Los Angeles, Cal., Modesto, Cal., Salem, Ore., Sunnyvale, Cal., Visalia, Cal.

###### *REDIFORM OFFICE PRODUCTS DIVISION—Paramus, N.J.*

###### *MACHINERY DIVISION—Dover, N.H.*

Dover, N.H., Westbrook, Me.

###### *RESEARCH DIVISION—Niagara Falls, N.Y.*

###### *MARKETING—Niagara Falls, N.Y.*

##### MOORE BUSINESS FORMS—*Toronto, Ont.*

###### DIVISION OF MOORE CORPORATION LIMITED

Beauceville, Que., Cowansville, Que., Fergus, Ont., Kemptville, Ont., Toronto, Ont., Trenton, Ont., Vancouver, B.C., Winnipeg, Man.

##### F. N. BURT COMPANY, INC.—*Buffalo, N.Y.*

##### DOMINION PAPER BOX COMPANY LIMITED—*Toronto, Ont.*

##### REID PRESS LIMITED—*Hamilton, Ont.*

#### UNITED KINGDOM, EUROPE, AUSTRALASIA AND AFRICA

##### LAMSON INDUSTRIES LIMITED

AND SUBSIDIARY COMPANIES

### OTHER INTERNATIONAL OPERATIONS

##### TOPPAN MOORE BUSINESS FORMS CO., LTD.—*Tokyo, Japan*

##### MOORE BUSINESS FORMS de MEXICO, S.A. de C.V.

—*Tlalnepantla, Mexico*

##### MOORE FORMULÁRIOS LIMITADA—*São Paulo, Brazil*

##### MOORE BUSINESS FORMS de PUERTO RICO, S.A.

—*San Juan, Puerto Rico*

##### MOORE BUSINESS FORMS de CENTRO AMERICA, S.A.

—*San Salvador, El Salvador*

##### LAMSON PARAGON S.A. IND. Y COM.

—*Buenos Aires, Argentina*

##### MOORE BUSINESS FORMS CARIBBEAN LIMITED

—*Kingston, Jamaica*

##### FORMULARIOS Y PROCEDIMIENTOS MOORE, S.A.

—*Maracay, Venezuela*

##### FORMULARIOS COMERCIALES de CENTRO AMERICA, LTDA.

—*Guatemala City, Guatemala*

